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8 APR 1964

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MEMORANDUM FOR: [REDACTED]

SUBJECT : Clerical Recruiting

1. I share your concern about the thinning stream in our clerical pipeline. Clerical intake was substantially reduced in the effort to bring the Agency's on-duty strength down to a lower ceiling by 30 June. Also, the practice of bringing clericals in on provisional clearance was stopped as an economy measure.

2. There is at least a suggestion that within the Agency some elements have relied on non-replacement, or only partial replacement, of clerical attrition as a principal means of reducing on-duty strength. I have no direct evidence that this has been overcome but I sense that in some of the lower echelons there is now a sense of urgency in requests for additional clerical personnel.

3. As you know, we have put clerical recruitment on a year-round basis—at least to the point of smoothing out the seasonal peaks of the past. Our recruiters are convinced that they can meet any reasonable clerical requirements if given one-quarter's notice of the requirements for the succeeding quarter.

4. I am attaching our most recent estimate of clerical recruitment requirements for the months ahead. We believe that we can fulfill them under our present ground rules—no RSD without full clearance received and year-round recruitment. If we have missed the boat, we will have to put on an intensive recruitment campaign and be given the funds needed to support a seasonal intake of clericals on a provisional basis.

5. I would suggest that we don't change the ground rules until we have given them a chance to work.

/s/ Emmett D. Echols

Emmett D. Echols
Director of Personnel

Attachment: A/3

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